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*Deane file*

1 October 1953

MEMORANDUM FOR: Assistant Director, Current Intelligence  
FROM : Organization and Methods Service  
SUBJECT : Study of OCI Missions and Functions

1. In accordance with your request, we have reviewed and brought up to date in rough draft form the missions and functions of OCI staffs and divisions. No attempt has been made to analyze these missions and functions critically. However, certain observations have been made during the course of the survey which indicate a possible need for a more detailed analysis. These observations are as follows:

A. There appears to be a duplication of activities in the Indications Staff and in Soviet Division. Both are engaged in analyzing political, economic, and military information in order to evaluate Soviet capabilities and intentions on a world-wide basis. This is done in Soviet Division by the USSR Branch, and by the Economic, Military, and International Communism Units.

B. There is an unclear delineation of responsibility between various units of the area divisions. For example, within the Soviet Division, the geographic area branches (USSR and Eastern European Satellite) are engaged in producing political, economic, and military current intelligence; however, the Military Unit of this Division also produces detailed military current intelligence and the Economic Unit produces detailed economic current intelligence. Similarly, in the Western Division there is a specialization in production of Western European economic current intelligence within the European Regional Affairs Branch, and two of the geographic area branches are also engaged in producing economic current intelligence affecting Europe.

C. There is a question regarding responsibility within OCI for supervision of activities of overseas OCI personnel. It is the understanding of the Intelligence Staff that overseas OCI elements are subject to the policy guidance and direction of the Intelligence Staff in the same manner as headquarters elements. The Chief, Field Coordination Staff, maintains that such overseas elements are within his jurisdiction and that Intelligence Staff is not concerned with them.

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D. There is an unclear line of delineation insofar as OCI approval of liaison with USCIB agencies is concerned, although there is no evidence of operational failure regarding this matter. Special Policy and Security Staff authenticates policy-level liaison, while Special Support Staff authenticates working-level liaison. The difficulty lies in distinguishing between these two types of liaison. This is somewhat complicated because of the nature of the NSA Liaison Group and its responsibilities toward both Staffs.

E. From a purely management point of view, it appears that the Intelligence Staff is, in reality, a line-operating component because of its jurisdiction over the Indications Staff and Situation Room Division, and because of its relations with the Publications Board and the area divisions, which look to Intelligence Staff for guidance and direction. There is some difficulty in distinguishing the responsibilities of the Publications Board from those of the Intelligence Staff with regard to daily current intelligence production and line of command, and this is especially true because of the operational nature of Indications Staff in particular.

F. It has been difficult to define areas of responsibility of Intelligence Staff vs. Special Policy and Security Staff in regard to OCI COMINT policies. While SPS is responsible for COMINT policies and the utilization of COMINT, it is difficult to divorce this from the application of COMINT to all-source current intelligence production which is largely a responsibility of Intelligence Staff.

G. There appears to be a difference of opinion regarding the "alerting" functions of the CIA Watch Office and those of the Publications Board Secretariat.

H. There is a split in responsibility for the editorial aspects of the preparation of OCI publication between the Publications Board's Editorial Branch and the Secretariat, layout and format being handled by the latter, and style, publications schedules, etc. by the former. It might be desirable to combine all of the editorial aspects of the production of publications, including supervision of reproduction plant personnel, in one branch.

2. It is suggested that a more detailed review be made before the rough draft statement of missions and functions is finalized.

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